

# Leadership

I work on the same principle as people who train horses. You start with low fences, easily achieved goals, and work up. It's important in management never to ask people to try to accomplish goals they can't accept.

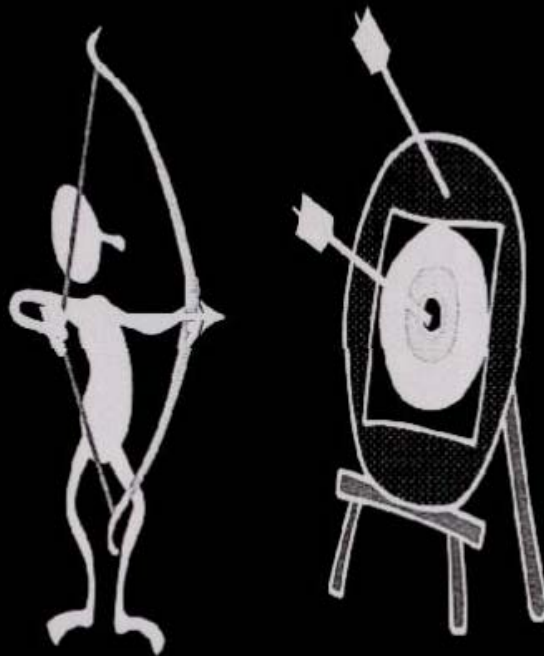
~Ian MacGregor

## Setting Goals

### **Lesson Three**

# 1. What is a Goal?

- A. Objective, target, or end result from the completion of tasks, activities, or programs
- B. Necessary for any type of growth



## 2. Three Categories of Goals

A. Short-term goals usually deal with current activities

B-1. Intermediate goals

B-2. Months and years

C-1. Long-range goals

C-2. Dreams, visions, and mission



# 3. Basics of Setting Goals



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S.M.A.R.T.

5 Basic Characteristics

# 3. Basics of Setting Goals

A. Five basic characteristics

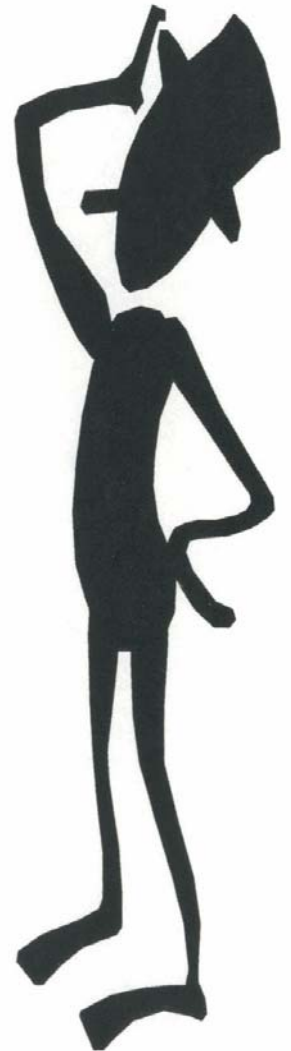
B. Specific

C. Measurable

D. Accountability

E. Realistic

F. Timely



When I think about motivation and goal setting, I think of the story of a young man in boot camp. After spending several weeks there away from his girl, he was experiencing some feelings of loneliness and anxiety. One night, while reading a mushy letter from his girl, the feelings became too much. He bolted from his room and made a dash for the main gate. The sentry guard standing at the gate said “Halt!” Without missing a stride, the young soldier replied, “My mother is in heaven, my father is in hell, my girl is in Chicago – I’m seeing one of them tonight!” Now that is what I call going after a goal.

~Bob Richards  
Former Olympic Champion

## 4. How to Set Goals

A. Monitor progress through periods of time

B-1. Specify the general objective

B-2. How the performance in question will be measured

C-1. Specify the standard or target to be reached

C-2. Specify the time span involved

C-3. Prioritize goals

D-1. Rate goals as to their difficulty and importance

D-2. Determine coordination requirements

## 5. Obtaining Goal Commitment?

- A. Strategies and actions by leaders
- B. Managerial support
- C. Employee participation
- D. Knowledge of organizational capabilities
- E. Strategic use of rewards





# TEN RULES TO IMPROVE EMPLOYEE GOAL MOTIVATION

1. Organizational goals are specific and clear.
2. Organizational goals are found in all key areas relating to job performance.
3. Organizational goals are challenging but reasonable.
4. Organizational members have the opportunity to participate in setting organizational goals.
5. Organizational members have a say in deciding how to implement goals that impact them.

6. Deadlines are established for accomplishing organizational goals.
7. Sufficient skills and training exist within the organization to achieve organizational goals.
8. Sufficient resources of time, money, and equipment are allocated to achieve organizational goals.
9. A feedback system is established to inform organization members about how well they are doing towards the accomplishment of organizational goals.
10. Rewards are allocated to employees according to how well they reach organizational goals.

